# INFLUENCE OF WORK PLACEMENT AND COMPLEXITY OF TASK TO WORK ACHIEVEMENT COMPANY "X" MANADO

*PENGARUH PENEMPATAN KERJA DAN KOMPLEKSITAS TUGAS TERHADAP PRESTASI KERJA DI PERUSAHAAN "X" MANADO*

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**Abstract:** There are many factors that affect the work achievement of the employees, including the complexity of the task as a step to carry out the frequency and types of tasks according to their abilities and the placement of an effort to create effective work efficiency of employees in order to produce human resource utilization that is optimal for the company to achieve the company's goals. Goals to be achieved from this research are to determine the effect of Work Placement and complexity of tasks simultaneously on the Work achievement in Company "X", to determine the effect of the partial Work Placement of Work achievement in Company "X" and to determine the effect of task complexity partially on the Work achievement in Company "X". This study used quantitative research method, in order to process the data from the financial Company "X". Quantitative research methods are research methods dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships. Based on these results, the researcher stated that both variables of employment and complexity of the task influence the effectiveness of work achievement. The recommendation the company should consider about additional training/development for the employee.

**Keywords**:*work placement, complexity of the task, work achievement.*

**Abstrak:** *Ada banyak faktor yang mempengaruhi prestasi kerja karyawan, termasuk kompleksitas tugas sebagai langkah untuk melaksanakan frekuensi dan jenis tugas sesuai dengan kemampuan mereka dan penempatan upaya untuk menciptakan efisiensi kerja karyawan yang efektif agar untuk menghasilkan pemanfaatan sumber daya manusia yang optimal bagi perusahaan untuk mencapai tujuan perusahaan.Sasaran yang ingin dicapai dari penelitian ini adalah untuk mengetahui pengaruh Penempatan Kerja dan kompleksitas tugas secara simultan terhadap Prestasi Kerja di Perusahaan" X ", untuk mengetahui pengaruh parsial Penempatan Kerja terhadap Prestasi Kerja di Perusahaan. "X" dan untuk mengetahui pengaruh kompleksitas tugas secara parsial terhadap Prestasi Kerja di Perusahaan "X". Penelitian ini menggunakan metode penelitian kuantitatif, untuk memproses data dari perusahaan keuangan "X". Metode penelitian kuantitatif adalah metode penelitian berurusan dengan angka dan segala sesuatu yang dapat diukur dengan cara sistematis penyelidikan fenomena dan hubungan mereka. Hasil dari penelitian ini menyatakan bahwa kedua variabel pekerjaan dan kompleksitas tugas mempengaruhi efektivitas prestasi kerja. Rekomendasi untuk perusahaan harus mempertimbangkan tentang pelatihan tambahan bagi karyawan.*

***Kata kunci:*** *penempatan kerja, kompleksitas tugas, prestasi kerjas.*

# INTRODUCTION

## Research Background

Changes that occur era and information technology has changed the way the company does business and behavior, preferences and demands of consumers. Structure change very competitive, and will only be won by companies that have high competitiveness and sustainable (speed, innovation and sustainable).

An important investment for companies is human resources that are key to the success of the company in order to survive and thrive. The role and challenges of human resources management continues to grow along with a growing company, the complexity of the task at hand, the greater the environmental impact as well as its dynamics, the more extensive and substantial integration into the environment, and increasing the amount of uncertainty that must be faced by the company. Agencies as an organization has a dependency are interrelated with individuals within the agency itself. Employee as an individual in an institution is part of the organizational structure that has a major role in determining the achievement of the agency. Work achievement of employees is the basis for the achievement of the work achievement and achievements of institutions, so that the employee management as a potential resource is the main task of management.

Human resource management becomes very important because the agency can achieve the expected work achievement and have a competitive advantage when the people in it do what is best from them, what they love and the strong factor of ownership psychologically to implement and gives the results in their work, all of this the motivation factor. All the agencies certainly require management with regard to efforts to achieve specific objectives for the institution. Not only in the private sector, the public sector also requires good management in order to provide services to the public or people who need well too.

The success or failure of an organization in achieving its goals depends on the success of the individual organization itself in carrying out their duties. Various kinds of obstacles will surely be met by the individual organizations to be able to work well so that their work achievement can be well received by the agency and the community in need. Many factors can affect performance, such as: leadership and motivation, and many other factors. All the factors that definitely no dominant influence some are not. Improving work achievement in the institutions of company "X" can be achieved in several ways such as providing adequate compensation, providing motivation, creating a conductive work environment, and education and training are basically the rights of employees and obligations for companies to support the contribution of their employees in order to achieve specified purpose.

There are many factors that affect the work achievement of the employees, including the complexity of the task as a step to carry out the frequency and types of tasks according to their abilities and the placement of an effort to create effective work efficiency of employees in order to produce human resource utilization that is optimal for the company to achieve the company's goals. It also can affect the work achievement of employees is the placement of employees is matching or comparing the qualifications of the job requirements, and provide tasks, jobs to prospective employees to be implemented. This placement should be in base job description and job specification predetermined and guided by the principle of "placing the right people in the right place and placing the right person for the right position" or "the right man in the right place and the right man behind the right job ". With proper placement, morale and mental work will achieve optimal results, even creativity and initiative.

## Research Objectives
Based on the research problem, the research aims, to determine:
1. The effect of Work Placement and complexity of tasks simultaneously on the Work achievement in Company "X"
2. The effect of the partial Work Placement of Work achievement in Company "X"
3. The effect of task complexity partially on the Work achievement in Company "X"

# THEORETICAL REVIEW

## Theories
## Human Resource Management
Human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organization (Armstrong, 2016:7). It is a system of activities

and strategies that focus on successfully employees at all levels of an organization to achieve organizational goals. Employees are the human resources of an organization and its most valuable asset.

**Work Placement**

Work placement is a company/organization policy to channel the ability of employees to work positions that best suit the needs of the position, knowledge, skills and abilities of these employees in order to obtain job satisfaction and optimal work performance. This means those employees are put in the position that suits their skills (Naden, 2016).

**Complexity of Task**

Employees are always faced with tasks that many, different, and intertwined with each other. The complexity of the task can be defined as a function of the task itself (Wood, 1986). Complexity of task is a measurement of the quality of the task in order to achieve work achievement.

**Work Achievement**

Hasibuan (2007: 69), work achievement is a result of work achieved in executing the tasks assigned to them based on the skills, experience, and determination as well as time. So seriousness and competence of employees in work on tasks that have been implemented will determine work achievement will be generated.

**Previous Research**
**Conceptual Framework**
This part discusses about the conceptual framework from the variable of this study
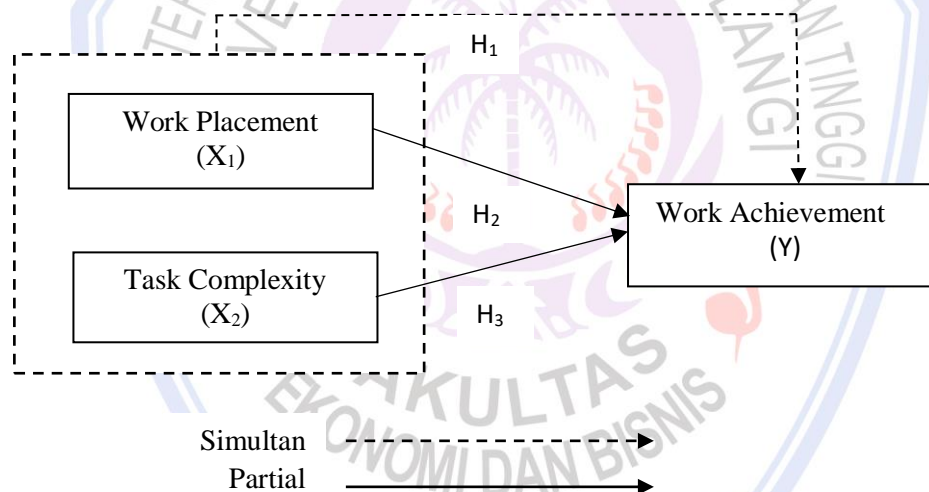


**Figure 1. Conceptual Framework**
*Source: Data Analysis Method, 2019*

This study aims to analysis work placement and complexity of the task to work achievement in company "X" Manado

**Hypothesis**
The hypotheses of this research are:
$H_1$ : Work Placement and complexity of tasks simultaneously have an influence on Work Achievement.
$H_2$ : Work Placement partially influence on Work Achievement.
$H_3$ : Task Complexity partially influence on Work Achievement.

## RESEARCH METHOD

**Research Approach**

This is a quantitative research and using Multiple Linear Regression analysis. Multiple Linear Regression analysis is a linear regression model involving more than one independent variable or predictor. This research will analyze the influence of work placement and the complexity of the task to work achievement in company "X" Manado.

**Population**

Population is an entire collection of people, events or things that will be the main interest for the researcher to Investigate. The population in this research refers to company "X" employee.

**Sampling Technique**

The sampling technique used in this research is Slovin sampling technique.

**Sample**

Sample is a group of people, objects, or items that are taken from a larger population for measurement. Sample used in this research is employees at company "X" in Manado with the total size of sample 53 employees.

**Data Collection Method**

There are two types of data: (1) Primary data use questionnaires were distributed to employees at company" X" in Manado while calculating the questionnaires using Likert Scale. And (2) secondary data is method of data collection by studying the relevant literature in order to obtain a theoretical overview from books, journals, and relevant literature from library and internet of the concept of work placement, complexity of task, and work achievement.

**Operational Definition of Research Variables**
**Table 1. Definition of Research Variables**

| NO | Variables | Definition | Indicator |
|----|-----------|------------|-----------|
| 1. | Work Placement | The assignment of a worker in an office or work unit within the organization / company. Placements are filling vacant positions, so that the main tasks on the job can be executed. | - Academic Achievement<br>- Experience<br>- Physical and mental health<br>- Marital Status<br>- Age |
| 2. | Complexity of task | As a function of the task itself complexity of the task is a task that is not structured, confusing, and difficult. | - Clarity Assignment<br>- Clarity of ways settlement |
| 3. | Work Achievement | Function of motivation and the ability to complete a task or job a person should have a degree of willingness and a certain level of ability the willingness and skills of a person is not effective enough to do something without a clear understanding of what to do and how to do. | - Work Quality<br>- Work Quantity<br>- Discipline<br>- Initiative<br>- Cooperation |

*Source: Author's, 2019.*

**Data Analysis Method**
**Validity Test and Reliability Test**

Validity means how far the accuracy of measuring instrument and performing its function. The validity test is used to measure the validity of a questionnaire (Ghozali, 2009;90). Reliability refers to an understanding

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that the instruments used in research to obtain information used can be trusted as a means of collecting data and are able to reveal information that is actually happened in the reality (Sitinjak and Sugiarto, 2006).

## Multiple Linear Regression Analysis

According to Arikunto (2012:339), multiple regression analysis is an of the relationship between on dependent variable with two or more independent variables. If there are more than one independent variable to estimate the value of Y, the first level equation is called the surface regression. Multiple linear regression equation as follows:

**$Y = \alpha + \beta 1 X1 + \beta 2 X2 + \varepsilon$**

Description:

| | | |
|---|---|---|
| Y | = | Dependent Variable (Work Achievement) |
| α | = | Constant |
| β1, β2, | = | the regression coefficient of each variable |
| X1 | = | Work Placement |
| X2 | = | Complexity of the Task |
| ε | = | Error |

## Normality Test

Normality test is used to determine whether the distribution of data follow normal distribution or close to. In this research the researcher used P-P Plot of Regression Standardized Residual.

## RESULTS AND DISCUSSION

### Results

### Validity and Reliability Test

The validity test of work placement (X1), complexity of the task(X2), and work achievement (Y) are greater than $_r$table 0,361 which means all the indicators are valid. The variables is reliable because the value of Cronbac's Alpha is 0.908 bigger than 0.6.

### Result of Multiple Linear Regression Analysis
**Table 2. Multiple Linear Regression Output**

| SUBJECT | | VARIABLE BOUND Y | VARIABLE FREE X$_1$ | X$_2$ |
|---|---|---|---|---|
| constants | **a** | 3,048 | - | - |
| Coefficient | **b$_1$** | - | 0,816 | - |
| Regression | **b$_2$** | - | - | .616 |
| Hypothesis testing : | | | | |
| • T test (partial) | **t $_{hit}$** | 1.028 | 3.592 | 2.782 |
| Hypothesis testing : | | | | |
| • F test (simultaneous) | **F $_{hit}$** | | 52.250 | |
| Coefficient Correlation | **R** | | 0.891 = 89.1% | |
| Coefficient determination | **R$_2$** | | 0,795 = 79.5% | |
| Additional data: | | | | |
| Durbin Watson | | | 2.104 | |
| Real | α | | 0.05 = 5% | |
| t$_{tabel}$ = t $_{α ; n – 1}$ | **t $_{0.05; 29}$** | | 1.699 | |
| F$_{tabel}$= F $_{α(m-1) (n-m)}$ | **F$_{0.05 (2) (27)}$** | | 3.35 | |
| number of Samples | **N** | | 53 | |
| Total variable | **M** | | 3 | |
| VIF | | | X$_1$ = 2,845 X$_2$ = 2,845 | |

*Source: Data Processed, 2019*

The equation as follow:

**Y = 3.048 + 0.816 X₁ + 0.616 X₂**

The interpretation of the equation is:

1.  The value of a constant (intercept) is 3.048 which shows the average impact of other factors outside work placement variable ($X_1$) and the complexity of the task ($X_2$) to variable effectiveness of work achievement (Y).
2.  The value of the partial regression coefficient of the work placement variable (X1). This determines that if the quality of work placements increases by 1 score, the effectiveness of employee performance will increase by 0.816 score, ceteris paribus (other factors are considered unchanged or fixed).
3.  A partial regression coefficient value of the variable complexity of the task ($X_2$). This suggests that if the quality of the complexity of the task increased by one score, then the effectiveness of work achievement will increase by 0.616 score, ceteris paribus.

**Testing the Goodness of Fit: Coefficient of Multiple Correlation (R) and Coefficient of Determination (R2)**
**Table 3. Result of R and R2**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .891a | .795 | .779 | 1,456 | 2,104 |

*Source: Data Processed, 2019*

The value of R is 0.891 or 89.1% indicating a strong positive relationship between independent and dependent variable. The value of R2 is 0.795 or 79.5%. It means that Work Placement, Complexity of the Task and are able to influence Work Achievement as much as 79.5% while the rest 20.5% are other factors not included in this research.
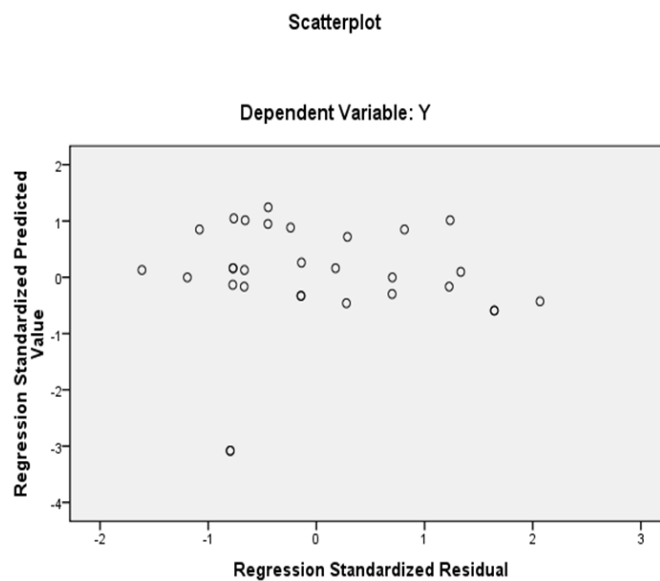
**Heteroscedasticity**



**Figure 2. Heteroscedasticity Test**
*Source: Data Processed, 2019*

Figure 2 shows that the dots are spreading above and below zero point. This proves that there is no heteroscedasticity in this regression.
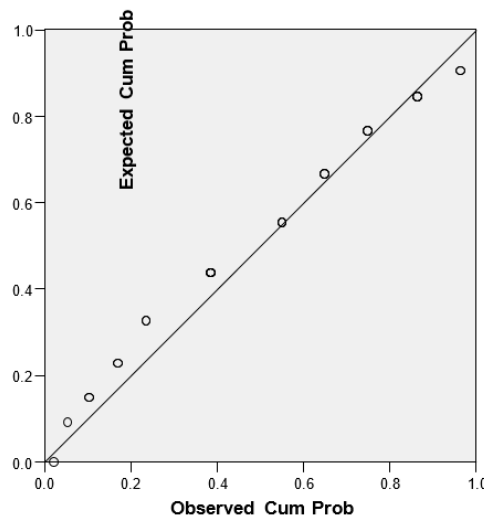
**Normality Test**



**Figure 3. Normal P-P Plot for Work Achievement Variables**
*Source: Data Processed, 2019*

Figure 3 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, this data is normally distributed.

**Hypothesis Testing**
**t-test**
**Table 4. Partial Test (t-test Output)**

| VARIABLE | t-count | t-table | Sig. | Result |
|---|---|---|---|---|
| X1 | 3.592 | 1.699 | 0.001 | Ha accepted |
| X2 | 2.782 | | 0.010 | Ha accepted |

*Source: Data Processed, 2019*

Table 4 shows that from these three variables probability, where the probability of employment ($X_1$) is approximately $0.001 < \alpha = 0.05$, the probability of the complexity of the task ($X_2$) is approximately $0,010 < \alpha = 0.05$.

**Discussions**

Based on the research that has been conducted, it can be said that the results of this study provide affirmation and support for the conclusions and recommendations put forward by the results of previous studies. In this case, job placement and complexity of the task can give a strong and positive influence on improving the effectiveness of work achievement. From the analysis using multiple regression analysis showed that the partially and simultaneously (together) work placement and complexity of the task influence the effectiveness of work achievement at the company "X".

Based on the research that has been presented above found that, variable work placement and complexity of the task has a very strong positive relationship with the effectiveness of work achievement. Where every effort is made to improve the quality of job placement and complexity of the task, it can significantly improve the effectiveness of existing work achievement. This is in line with the previous research conducted by Zulianti (2013) where the result also shows that work placement affects the employee's work achievement along with other indicators that used by the researcher namely recruitment and selection.

In this study, also found that the employment factor and complexity of the task is an important aspect to consider. And if it turns out the agency concerned considers that the policy on employment and the complexity of the task has to run optimally and fairly as possible, but it turns out the effectiveness of work achievement has not been satisfactory, it is necessary to do further research to obtain additional information in order to find out the cause.

**Work Placement and Work Achievement**

Work placement affect the effectiveness of the company "X" employees' performance because the leadership can affect employee behavior, in order to work together productively to achieve organizational goals. A leader using the authority directing subordinates to do most of the work in achieving organizational goals. Most of the placement decisions are taken by line managers, in this case the direct supervisor of the employee concerned. Placement is an activity to place people who have passed the selection in certain positions in accordance with the job description and job classifications. While work performance is one of the factors that is considered to improve the quality of the company.

The quality can be seen from the high employee confidence or employee loyalty to the company. Work performance plays a very important role for the company because it can know the extent of progress experienced by its employees, can also be used as a tool for consideration for the development of the company in the future.

Based on the results of research that has been done to employees at company "X" and processed using SPSS 21.0. states that employee placement has an effect on their level of achievement. By placing employees in positions / positions that match their interests and abilities, making employees more comfortable so that they become productive. Placing employees in the right position / position is a way to optimize the ability, skills towards work performance for employees itself.

**Complexity of the Task and Work Achievement**

The complexity of the task influences the effectiveness of work achievement at the company "X" because complexity of the task is a factor that encourages a person to take action, complexity of tasks will increase the productivity of a person if they have the ability to complete a task or job, while the ability to increase when there is the complexity of the task to increase knowledge and skills required in the job. Ability to work well will increase productivity, the complexity of the task of working to encourage an increase in labor productivity. Based on the description above, it can be concluded that the complexity arising from a paradigm shift requires changing more complicated techniques, methods and procedures. This will be a challenge as well as an attraction which is a source of enthusiasm for employees to use all their abilities in completing work. For employees of company "X", solving complex tasks will be a pleasant achievement. Therefore, task complexity has a positive effect on employee work performance at company "X".

**Effect of Work Placement and Complexity of the Task of Effectiveness Against Work Achievement**

To realize the effectiveness of employees who have work performance also has a big part of the leadership of the organization. In improving the effectiveness of work achievement is necessary to analyze the factors that influence it by paying attention to the needs of the employees, including the need for achievement in the effectiveness of the work performance of employees who work in the discipline and obey the rules of the institution. Effectiveness of work achievement was favorably affected by improved work placement within the organization and the complexity of the task of a leader.

# CONCLUSION AND RECOMMENDATIONS

**Conclusions**

From the result s of the research and discussion above, the following conclusions can be drawn:
1. Linear Regression Analysis with generating function equation showed that every increase job placement variable ($X_1$) and the complexity of the task ($X_2$) of 1 scores, each of which will improve the effectiveness of work achievement score of 0.816 and 0.616 scores, ceteris paribus. Based on these results, we concluded that both variables of employment and complexity of the task influence the effectiveness of work achievement.
2. From the results of partial hypothesis testing by t-test is obtained tcount each independent variable is greater than the dependent variable. So the conclusion $H_0$ rejected and $H_1$ accepted, which means that there is a relationship between work placement and complexity of the task partially with the effectiveness of work achievement.
3. From the results of hypothesis testing simultaneously with the F test obtained value of F is greater than F table. So the conclusion $H_0$ rejected and $H_1$ accepted, which shows that the work placement and complexity of tasks simultaneously affect the effectiveness of work achievement (Y).
4. Results of the analysis by calculating the correlation coefficient (R) indicate that there is a strong positive correlation between these factors and the complexity of the task work placement with variable effectiveness of work achievement (Y).

**Recommendations**

Researcher suggest that the company "X" should consider add some reward, punishment, and some other value like:

1. Although company "X" basically already have a good attention to improving the effectiveness of employee job performance, but given the increasingly tough competition in the world of work, the agency must continue to develop ways of employment and complexity of tasks to employees in an effort to maintain and improve the quality of their professionalism. So that in turn is expected to contribute to improving the effectiveness of work achievement in order to provide an optimum contribution to achieving the objectives of the agency.

2. Agency leaders need to implement employment training for human resource development.

3. Reward and punishment should be applied to all employees who work objectively so that employees feel valued the achievements and sanctions or strikes against employees who are less than the maximum in carrying out the work in accordance with the existing job description.

4. In addition to the work placement and the complexity of the task given institution, the employees also need to raise awareness and passion to always be ready to run the job, sensitive to the orders of superiors, always giving the appearance and performance is satisfactory, so that they can improve the effectiveness of work performance helpful for instance as well as yourself.

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